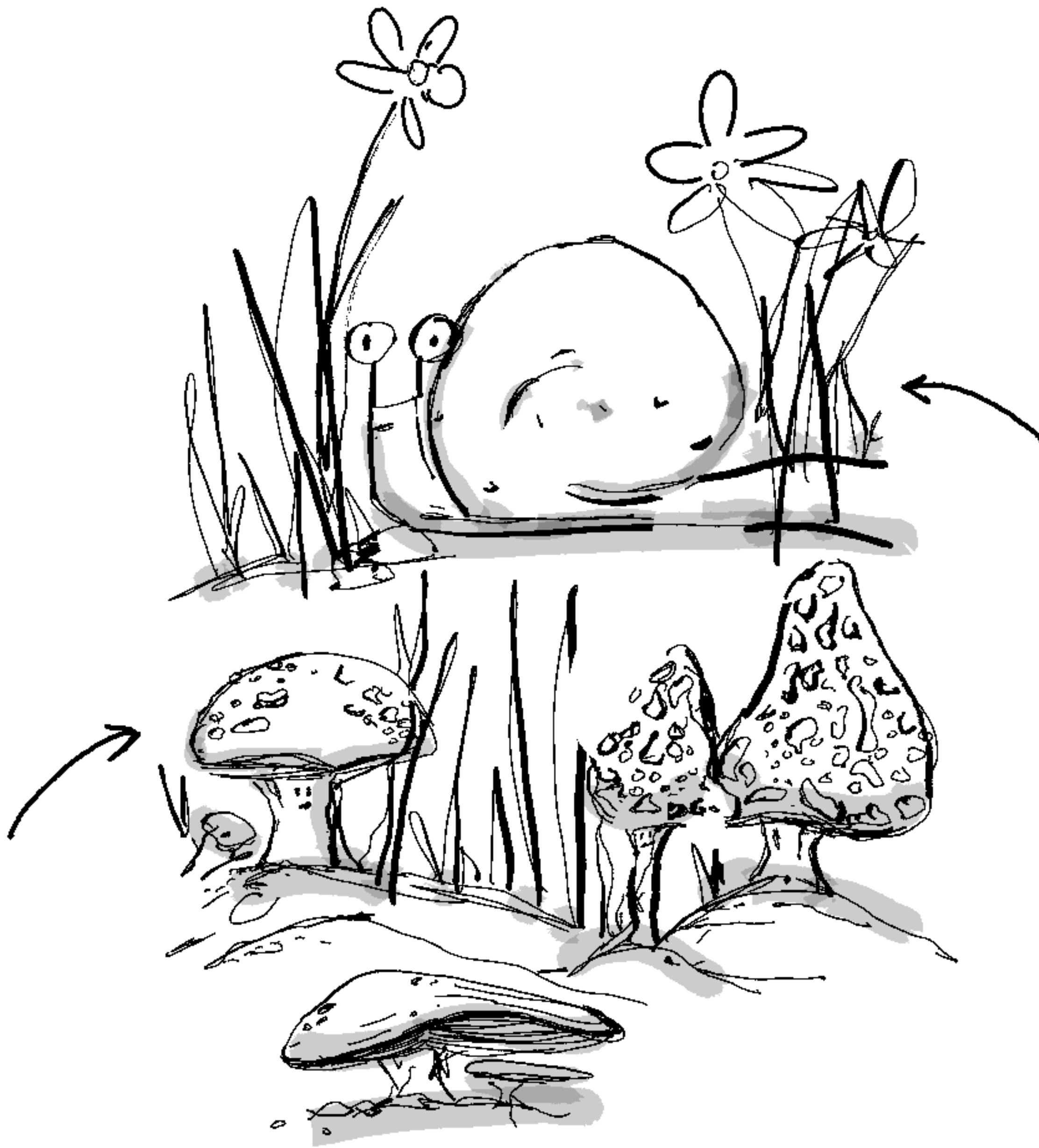


HOW TO NAVIGATE A COMPLEX ORGANIZATION

A VISUAL GUIDE

OREN GOLAN



ALEX PRUKS

PREVIOUS NAMES

- 1 HOW TO BUILD
AN ADAPTIVE
ORGANIZATION
 - 2 HOW TO CHANGE
A COMPLEX
ORGANIZATION
 - 3 HOW TO NAVIGATE
A COMPLEX
ORGANIZATION
 - 4 ?
- ←
CURRENT

WHAT YOU WILL LEARN?

- DESCRIBE WHAT AN ADAPTIVE CHALLENGE IS
- UNDERSTAND WHAT A COMPLEX SYSTEM IS
- RECOGNIZE THE LEVERAGES IN A SYSTEM
- RECOGNIZE THE TRAPS IN A SYSTEM
AND HOW TO AVOID THEM
- EVALUATE THE UNCERTAINTY OF THE
CHALLENGES YOU ARE FACING USING
CYNETIC FRAMEWORK
- GENERATE MULTIPLE STRATEGIES USING
WARDLEY MAPS

RESILIENCY

BLUEFIN TUNA

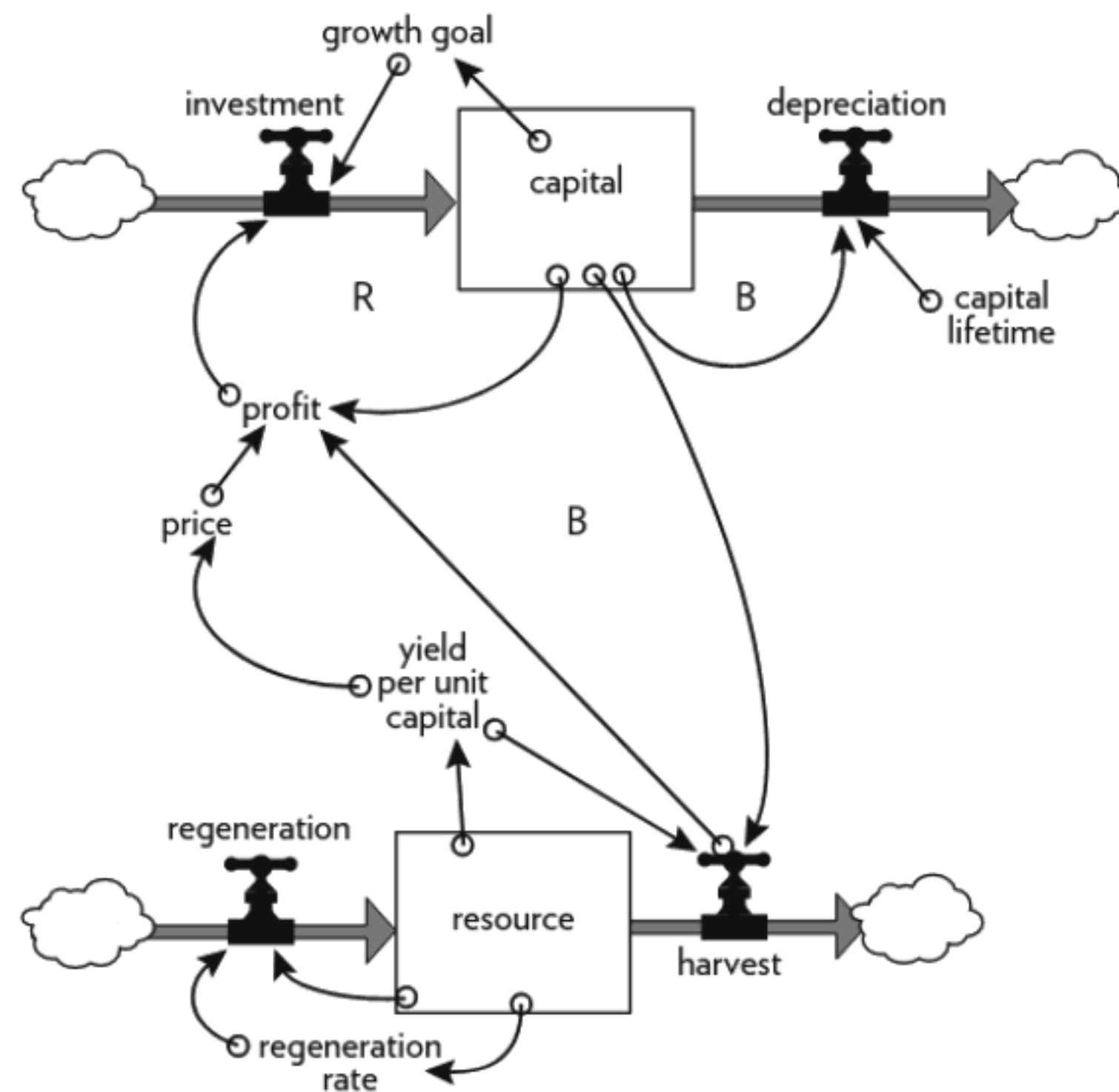


Figure 42. Economic capital with its reinforcing growth loop constrained by a renewable resource.

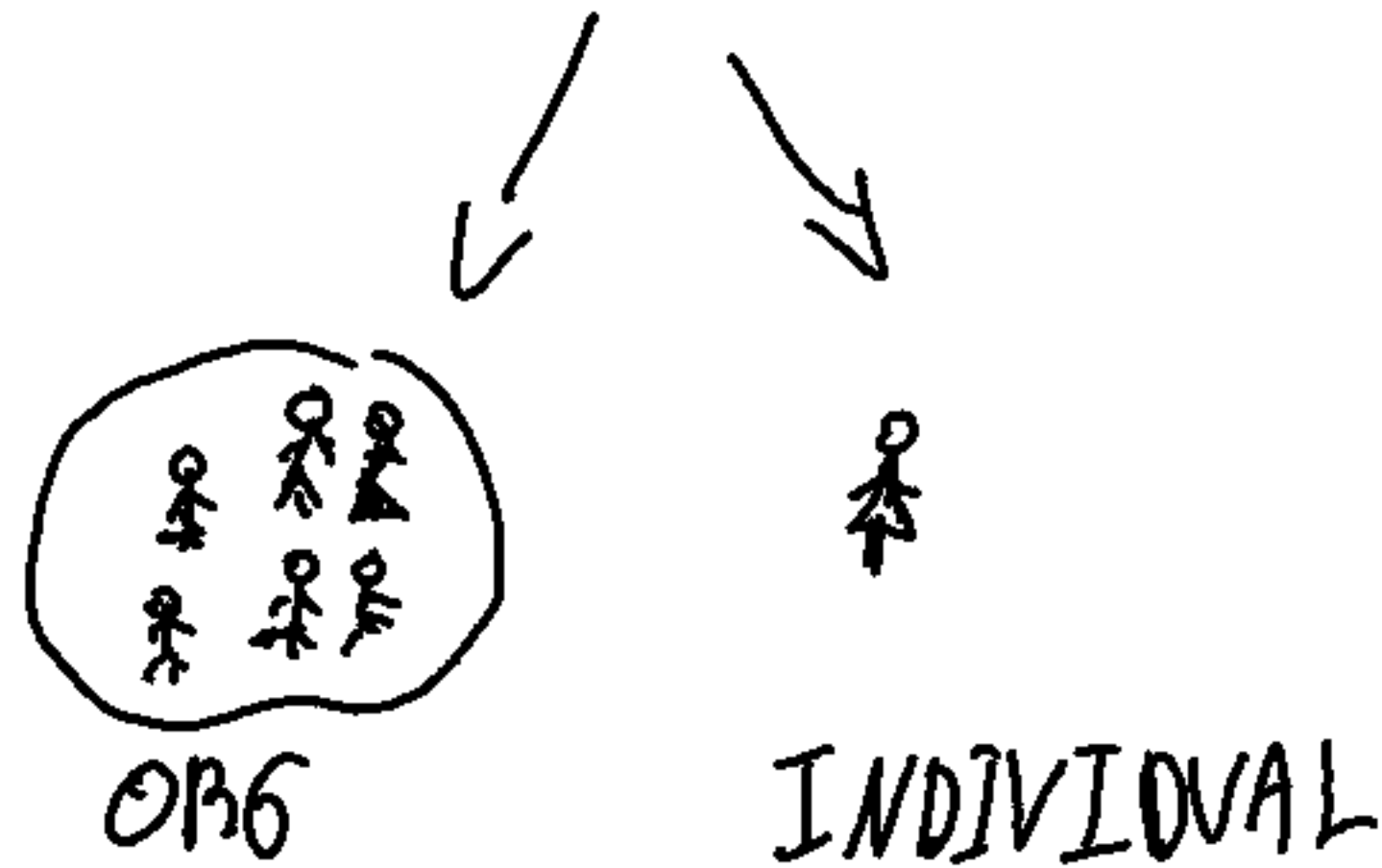
CAUSES OF NON SUSTAINABLE SYSTEM

- MENTAL MODEL / GOALS (GROWTH)
- TECHNOLOGY (SONAR)
- MARKETS (PRICES VISIBLE)
- GOVERNMENT (HELP FISHERIES)

THINKING IN SYSTEMS

WHAT IS YOUR ORG ADAPTIVE CHALLENGE?

1. REQUIRE ADAPTATION AND LEARNING



2. UNCERTAIN

A diagram showing the word 'UNCERTAIN' on the left. Two arrows originate from the right side of 'UNCERTAIN' and point towards the words 'PROBLEM' and 'SOLUTIONS' stacked vertically on the right.

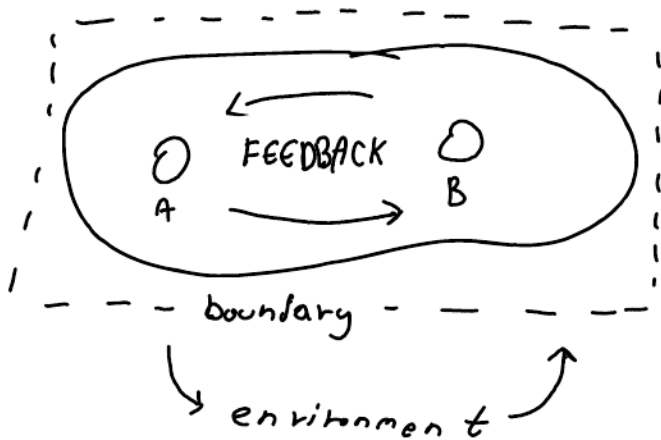
3. PARADOX / TENSION



AGENDASHIFT

SYSTEM

"A SET OF THINGS WORKING TOGETHER
AS PART OF A MECHANISM OR AN
INTERCONNECTING NETWORK"



SYSTEM THINKING & MANAGEMENT SCIENCE

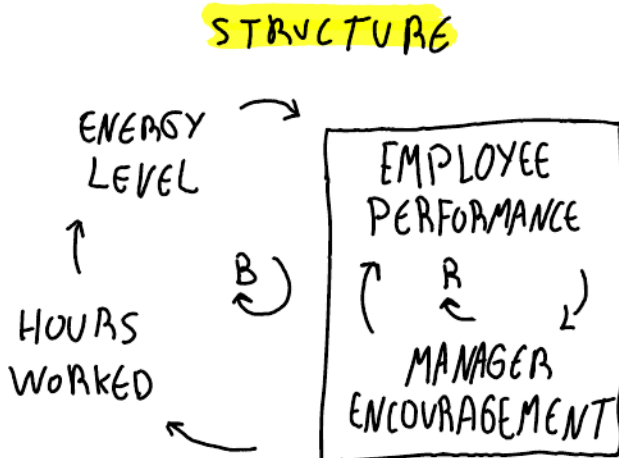
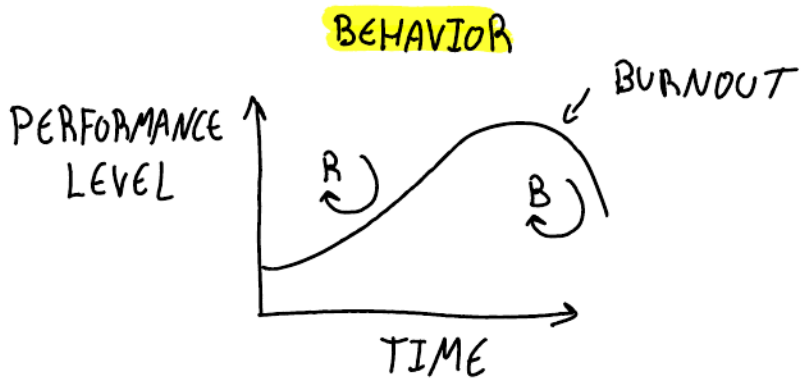
SYSTEM TYPE	PART	WHOLE
MECHANICAL	X	X
LIVING	X	✓
SOCIAL	✓	✓
ENVIRONMENTAL	✓	X

✓ - FREE WILL / AGENCY

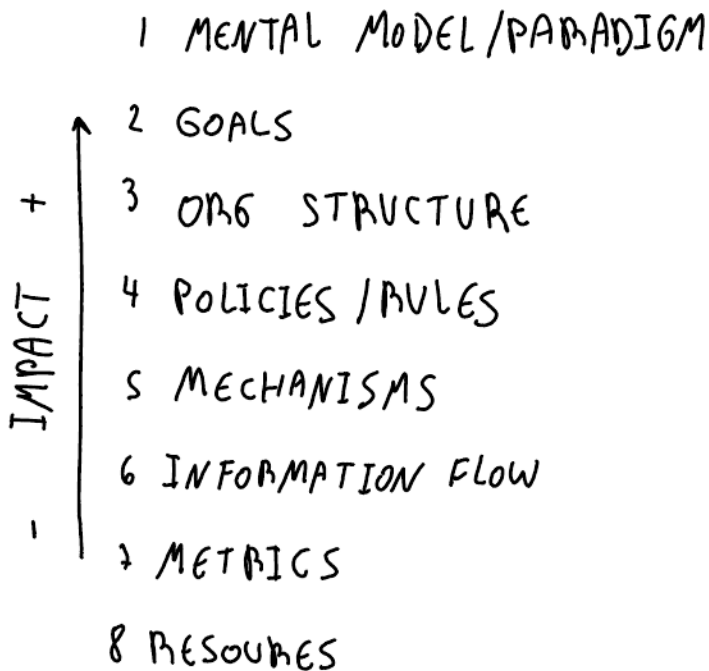
X - NO FREE WILL

RUSSEL L. ACKOFF

FEEDBACK LOOPS



LEVERAGES



THINKING IN SYSTEMS

TRAP 1

POLICY RESISTANCE
(FIXES THAT FAIL)

EXAMPLES:

ROMANIA, WARS ON DRUGS, UNSUPPORTED LIBS

THE WAY OUT:

LET GO, CHANGE GOAL

THINKING IN SYSTEMS

TRAP 2

TRAGEDY OF THE COMMONS

EXAMPLES:

FISH, FOSSIL FUELS, POPULATION GROWTH

THE WAY OUT:

EDUCATE, DIVIDE THE SHARED RESOURCE,

REGULATE THE COMMON

THINKING IN SYSTEMS

TRAP 3

DRIFT TO LOW PERFORMANCE

EXAMPLES:

FALLING MARKET SHARE, DIRTIER AIR, GAINING
FAT IN SPITE OF DIETING

THE WAY OUT:

ADJUST STANDARDS BASED ON BEST
PERFORMANCE

THINKING IN SYSTEMS

TRAP 4

ESCALATION

EXAMPLES:

ARM RACE, ADS CAMPAIGN

THE WAY OUT:

REFUSE TO COMPETE, BUILD A SYSTEM
WITH BALANCING LOOPS TO CONTROL THE
ESCALATION

THINKING IN SYSTEMS

TRAP 5

SUCCESS TO THE SUCCESSFUL

EXAMPLES:

EXTINCTION OF SPECIES, NUMBER OF CAR BRANDS AND NEWSPAPERS

THE WAY OUT:

POLICIES THAT LEVEL THE PLAYING FIELD
(TAX, UNIONS, EQUAL HEALTHCARE & EDUCATION)

THINKING IN SYSTEMS

TRAP 6

ADDICTION

EXAMPLES:

FAMILIES DELEGATING CARE FOR ELDERLY,
RELYING ON VACCINE & MEDICATION

THE WAY OUT:

HELP A SYSTEM TO RESTORE ITS ABILITY
TO SOLVE ITS PROBLEMS, THEN REMOVE YOURSELF

THINKING IN SYSTEMS

TRAP 7

RULE BEATING

EXAMPLES:

SPENDING AT THE END OF THE YEAR, POISON
ENDANGERED SPECIES

THE WAY OUT:

REDESIGN RULES TO TURN THE SELF
ORGANIZATION OF THE SYSTEM IN THE
DIRECTION OF ACHIEVING THE PURPOSE
OF THE RULES

THINKING IN SYSTEMS

TRAP 8

SEEKING THE WRONG GOAL

EXAMPLES:

GDP DOES NOT COUNT FOR WELFARE, EQUITY,
JUSTICE. MEASURING GOOD EDUCATION BY MONEY SPENT

THE WAY OUT:

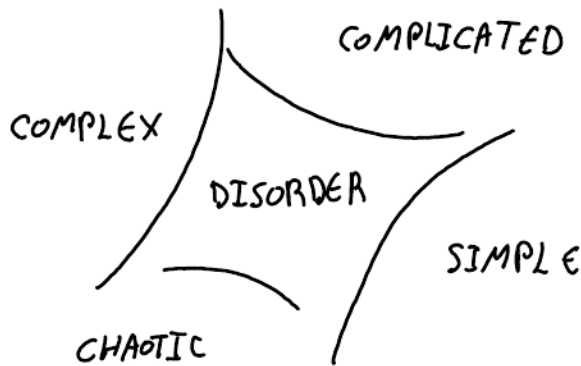
SET GOALS THAT REFLECT THE REAL WELFARE
OF THE SYSTEM

THINKING IN SYSTEMS

CYNEFIN

A FRAMEWORK FOR NAVIGATING
UNCERTAINTY

UNPREDICTABLE WORLD



PREDICTABLE WORLD

DAVE SNOWDEN

Complex

Probe - Sense - Respond

Emergent Practice

Enabling Constraints

DISARM
CONFLICT

LEADING
PEOPLE

INCREASE
INNOVATION

PARENTING

Complicated

Sense - Analyse - Respond

Good Practice

Governing Constraints

BUILD CAR

PAY TAXES

Disorder

Chaotic

Act - Sense - Respond

Novel Practice

No effective Constraints

FIRE!

PRODUCTION
SERVERS
ARE DOWN

Simple

Sense - Categorise - Respond

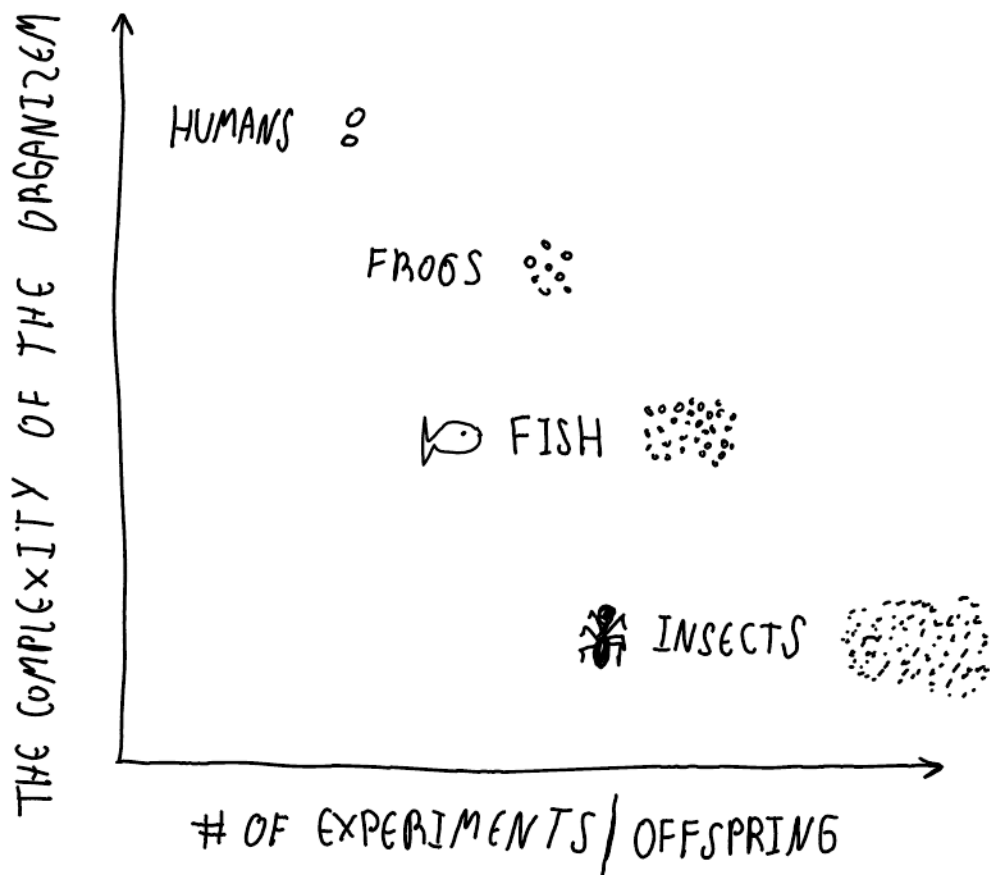
Best Practice

Fixed Constraints

CHECKLIST

CHARGE
PHONE

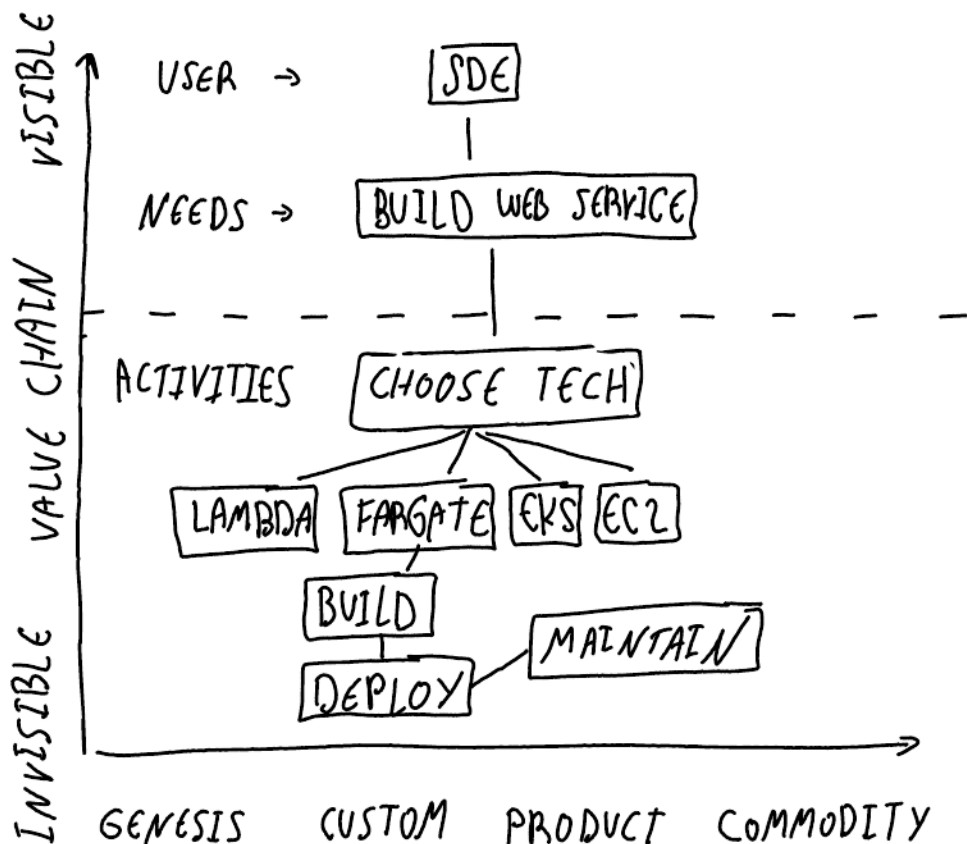
HOW MANY EXPERIMENTS



MAKING THINGS WORK

WARDLEY MAPS

TOPOGRAPHICAL INTELLIGENCE IN BUSINESS



RESOURCES

Books:

THINKING IN SYSTEMS

MAKING THINGS WORK

GOOD STRATEGY BAD STRATEGY

TEAM OF TEAMS

AGENDASHIFT

TURN THE SHIP AROUND

CONNECT: BUILDING EXCEPTIONAL RELATIONSHIPS

NONVIOLENT COMMUNICATION

AN EVERYONE CULTURE: BECOMING A DELIBERATELY

DEVELOPMENTAL ORGANIZATION

x

chess



✓

gardening



RESOURCES

OTHER:

WARDLEY MAPS

CYNEFIN

CLEAN LANGUAGE

OPEN.GITHUB.IO

ADVISORS

AJ BUBB

KEVIN WANG

PHIL GOCHENOUR

RAN BARBON

THOMAS LUNDBY

